

STATINTL

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I understand OP
redraft suggesting
dates slip by 15 days
and that +d(6) and(7)
are deleted from this
"mutually acceptable"
listing. Other points
being discussed include
need or no need for
procedures to identify
"surplus" personnel.

JWC

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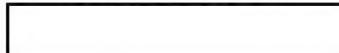
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4 February 1970

MEMORANDUM FOR: Mr. Robert Wattles



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The draft which you gave me last night is really not what I had in mind. Attached you will find my own draft. It is pretty rough, I am sure, and can stand a good deal of editing and polishing to ensure that it is technically correct. Unless someone can persuade me to the contrary, however, something like this is what I have in mind and what I think is essential.

I should appreciate your assuming action responsibility and expediting a final draft. Be sure to coordinate with John Clarke and General Counsel, both of whom have been furnished copies. I should like to get this in the hands of the Deputies before the close of business on Thursday, with a request that they return it to me about Monday before I issue it in final form.

[Signature] L. K. White

L. K. White

Attachment

cc: General Counsel w/att
D/PPB w/att

GROUP 1
Excluded from automatic
downgrading and
declassification

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D R A F T
LKW:blp (4 February 1970)

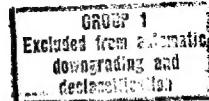
MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science & Technology
Deputy Director for Support
Director of National Estimates
General Counsel
Inspector General
Legislative Counsel

SUBJECT : Personnel Ceilings for FY 1970 and FY 1971

1. Each Deputy Director and head of Independent Office has been assigned personnel ceilings which must be reached by 30 June 1970 and 30 June 1971.

2. The imminence of 30 June 1970 makes it necessary in most instances to reach this ceiling through attrition and controlled entry on duty of new employees. New staffing complements, proper mix of skills and grades, etc., must of necessity be considered as of secondary importance. The reverse must, however, be true in planning for and reaching the 30 June 1971 ceiling. We must of course be prepared to accept imbalances as we make our interim adjustments. Our plans must, however, provide for a balanced staffing complement with the proper occupational skills mix and

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which maintains our average grade structure to be fully implemented by 1 July 1971.

3. For a variety of reasons it is essential that these plans be completed not later than 30 June 1970. Among these are:

a. Personnel who now plan to remain on duty beyond 30 June 1971 but who cannot be accommodated within the new staffing pattern should be notified by 1 July 1970, if possible; and you must be prepared to assist such personnel in every reasonable way to make their personal plans and adjustments.

b. Recruitment plans must be made to fill vacancies when critical skills are required and for younger and junior personnel essential to the long-range health and vitality of the Agency.

4. The accomplishment of this objective will require an intensive and most thoughtful effort on the part of Deputy Directors, Independent Office heads, and supervisors in general. A number of actions are required in a relatively short period of time. Most can and should proceed simultaneously. In order that this exercise can proceed on an orderly basis for the Agency as a whole, the following is directed.

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a. By 1 March 1970 Deputy Directors and Independent Office heads will submit a report to the Executive Director-Comptroller, advising of any problems they foresee in conforming to the new ceilings by 30 June 1971. If they do foresee problems, they should be as specific as possible as to what they are and where they are and what they are doing or propose to do about them. It is not expected that you can be too specific about grades and names at this juncture, but I think you can be fairly specific as to numbers.

b. Work should start now on staffing patterns to coincide with 1 July 1971 personnel ceilings and to be effective on that date. It is recognized that unforeseen requirements may change these staffing patterns at some later date. For the purpose of this exercise, however, they must reflect your very best thinking and planning and be considered firm. Inasmuch as you have already studied this problem with some care and decisions have been made as to how your staffing pattern is to be reflected in the FY 71 Congressional budget submission, this should not be too difficult. Not later than 1 April 1970 all components should submit their proposed new staffing pattern to the Director of Personnel, with an informal copy to the Director of Planning, Programming and

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Budgeting. On 1 April 1970 all components should report to the Executive Director-Comptroller that this has been done. This report should also include any refinements that may have been made in the earlier report of 1 March 1970.

c. With the completion of steps a and b above, all components and Career Services should examine in detail their personnel staffing plans with a view to identifying those individuals who cannot be accommodated within their own Career Services in their current grades or at some lower and mutually acceptable grade. This should be completed not later than 1 May 1970, the individuals should be notified, and a report to this effect made to the Executive Director-Comptroller on that date.

d. If it has not already been done, heads of components and Career Services should now ensure that the most careful and thoughtful attention is given to the individuals who have been identified as surplus to the needs of that component or Career Service. Every possible effort must be made to reach a solution mutually acceptable to the individual and the Agency. Among the possibilities are:

- (1) Resignation;

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(2) Reassignment at the same or a lower grade, with or without training, to another Career Service and component;

(3) Voluntary retirement earlier than required by Agency policy, i. e., age 60;

(4) Optional discontinued service annuity for those under the Civil Service Retirement System and who are qualified by age and years of service (____ and ____);

(5) Essentially the same thing for personnel under the CIARDS who have 25 years of service but who are not yet 50 years old;

(6) Involuntary retirement under the Director's authority;

(7) Separation with compensation in accordance with HR ____.

e. On 1 June 1970 each Deputy Director and head of Independent Office who has not already reported that he has no problem, or if he did that it has already been solved, will make a summary report to the Director of Personnel of the status and plans for each individual who was previously

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identified as surplus. If there are individuals for whom no mutually satisfactory solution has been found, a detailed report of what has been done to try to reach a solution will be made, giving reasons why the effort has not been successful and a specific recommendation as to what further action should be taken.

f. Each individual for whom no assignment has been found will be notified as to his status by the Director of Personnel not later than 1 July 1970. On 1 July 1970 he will submit a status report to the Director with specific recommendations as to further action.

5. It goes without saying that it is to be hoped that a mutually satisfactory solution can be found for every employee who may be effected by this exercise. No effort should be spared to ensure this. It should be clearly understood, however, that the Agency has no choice in this matter. The objectives must be accomplished. If in the final analysis the Director's authority to terminate personnel must be used, it will be.

L. K. White

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Personnel's
DRAFT

1. Each of you has now received a Directorate ceiling for FY 1970 and FY 1971. I have instructed the Director of Personnel to closely monitor Agency attrition and to control EOD's in order to bring our on-duty strength into line with these new ceilings. Although the Director of Personnel will monitor on an overall Agency basis, his job will be simplified if you and each of your component heads also carefully control EOD's in relation to attrition so that your Directorate will be at or below established year-end ceilings on 30 June 1970 and 30 June 1971.
2. To carry out this exercise in as orderly a manner as possible, I believe it is of utmost importance that your Staffing Complements be brought into conformance with your FY 1971 ceiling as soon as possible. I would like to see these organizational adjustments processed and on the books no later than 1 July 1970. Any necessary subsequent revisions will be made as required.
3. In bringing your Staffing Complements in line with your new ceilings, it is equally important that you achieve the proper occupational mix. New staffing structures should be developed to meet job requirements, not to accommodate individuals at their grade levels. I recognize that this may result in imbalances, but it will identify the categories and grade levels in which attrition must be most closely monitored. Another advantage of realistic Staffing Complements is the establishment of a sound recruitment base for personnel requirements

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in each organizational component.

4. I will also expect that in developing new Staffing Complements you will maintain current average grade levels in order to prevent further escalation of our grade structure. Any requests for exceptions to the average grade control must be fully justified on the basis of job requirements, not on the basis of existing on-duty personnel.

5. The Director of Personnel assures me that the total Agency on-duty strength will be at or below ceiling on 30 June 1970. Further, if in FY 1971 we continue the FY 1970 rate of entering new employees on duty we will also be at or very close to our June 1971 ceiling goal. Obviously then, our problem is not one of just disposing of people to get down to ceiling but rather:

- a. being left with a poor mix of categories and grade levels of personnel; and
- b. being forced to slow down the flow of young professionals into the Agency.

6. The problems identified above emphasize the importance of preparing valid Staffing Complements and assigning employees against the positions using as criteria suitability, current qualifications and long-range potential. In many components satisfactory slotting will be possible for all personnel. If, however, as a result of these actions, there are individuals who are surplus to your requirements we will have identified the groups by job category and grade level that must receive intensive consideration for possible disposal action.

7. As a matter of policy we intend to accomplish our personnel reductions to the fullest extent possible through attrition. This means we must make every effort to fill vacancies by internal transfers before undertaking external recruitment. To assure maximum effectiveness of this program, Personnel Officers of all Agency components will be provided appropriate lists of vacancies for which internal candidates would be desirable. We will, of course, concentrate at the outset on those components with overstrengths.

8. Another method of seeking removal of personnel is the always available counseling technique which perhaps now needs new emphasis. I refer to the person-to-person session between Office Heads or Heads of Career Services and individual employees who are relatively weak, have topped out, and should be encouraged to seek their fortunes elsewhere.

9. Our regulations have long provided the tools for the removal of individual employees whose ineffective performance make their continued employment not in the Government interest. Although the prescribed procedures are somewhat cumbersome in their protection of employee's rights, they can nevertheless be effective and should be used when appropriate.

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10. Currently, we are moving ahead on the program recently approved by the Civil Service Commission authorizing discontinued service retirement on an optional basis for those who are qualified by age and years of service. At the same time we are making it possible for participants in the CIA Retirement System who have 25 years of service but are not yet 50 years of age to take the initiative in indicating their willingness to be involuntarily retired as surplus to Agency personnel needs. It is too early to predict how many employees may eventually be involved, but there is a clear indication that a good number are interested. Hopefully then, this program may make a significant contribution to our personnel reduction exercise.

11. If after all above actions have been taken we are still left with personnel who are clearly surplus to our needs, the Director has indicated his readiness to exercise his authority to involuntarily retire eligible participants in the CIA Retirement System [redacted]

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[redacted] and to separate surplus personnel under appropriate Agency regulations [redacted]. The Director of Personnel and representatives of the Office of the General Counsel are currently working on modifications to these regulations and further guidance relative to the procedures to be used will be forthcoming.

12. In summary, if you proceed on an orderly basis to establish realistic Staffing Complements, judiciously assign personnel to all established positions in your Directorate, make a real effort to place elsewhere in the Agency those who are surplus to your needs and encourage those qualified to retire under the various options available, we should reach our ceiling goals with a minimum use of involuntary separation of retirement.

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